



Workforce Innovation and Opportunity Act Policy
Employment System Administration and Policy

Washington envisions a nationally recognized fully integrated One-Stop system with enhanced customer access to program services, improved long-term employment outcomes for job seekers and consistent, high quality services to business customers. In order to achieve this vision, Employment System Administration and Policy sets a common direction and standards for Washington's WorkSource system through the development of WorkSource system policies, information memoranda, and technical assistance.

Policy Number: 5612
To: Washington WorkSource System
Effective Date: July 1, 2015

Subject: One-Stop Evaluation and Certification

1. Purpose:

To communicate Washington's process and procedures for evaluating and certifying one-stop sites under the Workforce Innovation and Opportunity Act (WIOA).

2. Background:

Title I of WIOA requires the State Workforce Development Board (SWDB), in consultation with local Chief Elected Officials and Local Workforce Development Boards (LWDBs), to establish criteria and procedures to be used to evaluate and certify one-stop sites for effectiveness, including customer satisfaction, physical and programmatic accessibility, and continuous improvement. LWDBs must certify one-stop sites in order to receive one-stop infrastructure funds. In Washington, LWDBs certify three types of one-stop sites: comprehensive sites, affiliated sites and connection sites. This policy applies to all three types of sites.

Though proposed 20 CFR 678.635 states that LWDBs have until June 30, 2016 to demonstrate that they are taking steps to prepare for competitive procurement of one-stop operators and competitively-procured one-stop operators do not need to be selected, in place, and operating one-stops until June 30, 2017, LWDBs are encouraged to apply the one-stop certification process and tool provided in this policy as early as appropriate.

3. Policy:

a. One-Stop Evaluation and Certification Criteria

LWDBs (or the SWDB in those cases where LWDBs are the one-stop operator) must use the *Application for WorkSource Certification* ([Attachment A](#)) approved by the SWDB. The SWDB,

in consultation with local Chief Elected Officials and LWDBs, must review and update the one-stop certification criteria embodied by Attachment A every two years as part of the review and modification of the WIOA State Plan.

LWDBs can establish additional criteria and set higher standards for service coordination than those set by the State. If they do, they must also review and update those additional criteria and standards every two years as part of the WIOA Local Plan update process. Additional criteria must be clearly identified in addenda to the *Application for WorkSource Certification*.

b. One-Stop Evaluation and Certification Frequency

One-stop sites will be evaluated and certified no less than once every three years. LWDBs (or the SWDB in those cases where LWDBs are the one-stop operator) may direct “for-cause” site evaluation and certification as determined appropriate and warranted.

In support of the goal of continuous improvement, each certified site will provide an annual report to the LWDB detailing the progress toward reaching higher standards set forth in the certification criteria.

c. Certification Teams

One-stop certification teams will be established by LWDBs (or the SWDB in those cases where LWDBs are the one-stop operator) and are responsible for conducting independent and objective evaluations of one-stop sites and making certification recommendations to LWDBs (or the SWDB in those cases where LWDBs are the one-stop operator).

One-stop certifications teams are comprised of LWDB members and staff and individuals who represent local partners with specific expertise serving populations with barriers. Certification team members should be free of conflicts of interest.

Note: Per proposed 20 CFR 678.800(a)(3), the SWDB, rather than local one-stop certification teams, must certify one-stop sites if LWDBs are the one-stop operator.

d. Certification Determinations

One-stop certification teams will render written determinations within 30 days of conducting one-stop site evaluations. There are three possible determinations: (1) certification, (2) provisional certification with a requirement that one-stop operators provide action plans and timelines for meeting certification standards, and (3) not certified or decertified.

Provisional certifications must be accompanied by detailed description of the issues/concerns identified so one-stop operators have sufficient information around which to develop required action plans and timelines.

A determination to not certify a one-stop site must be accompanied by a detailed description of the deficiencies, including an explanation as to why the certification team believed the deficiencies could not be addressed or resolved provisionally.

e. Appeals

Operators of comprehensive one-stop sites that are not certified may choose to appeal those determinations, in writing, to the LWDB (or the SWDB in those cases where LWDBs are the one-stop operator). Those appeals will be subject to the processes and procedures outlined in locally-required dispute resolution and appeal policies (or WIOA Title I Policy 5410 in those cases where the SWDB is the certifying body).

f. Non-Certification

If an existing comprehensive one-stop site is ultimately not certified following a standard or “for-cause” evaluation, the LWDB and one-stop operator must have an agreement to ensure continuity of service between the time a site is not certified and a new one-stop operator may be procured.

4. Definitions:

None.

5. References:

- Public Law 113-128, Workforce Innovation and Opportunity Act of 2014, Sections 121(a) and 121(e)(2)
- Proposed 20 CFR 678.800 – One-Stop Certification

6. Supersedes:

None.

7. Website:

http://www.wa.gov/esd/1stop/policies/wioa_title1.htm

8. Action:

Local Workforce Development Boards and their contractors, as well as Employment Security Regional Directors, should distribute this policy broadly throughout the system to ensure that WorkSource System staff are familiar with its content and requirements.

9. Attachments:

[Attachment A](#) – Application for WorkSource Certification

[Attachment A](#) – Application for WorkSource Certification (Word version for local use)

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ATTACHMENT A



APPLICATION FOR WORKSOURCE CERTIFICATION

Organization Name:

Date:

Contact Person/Title:

Phone:

Email:

Site to be certified:

Address:

Website

Hours of Operation

Current Certification:

☐ WorkSource Center ☐ Affiliate ☐ Connection ☐ None

If requesting a different certification level, check level requested:

☐ WorkSource Center ☐ Affiliate ☐ Connection

I. Introduction

One-stop sites are the portals to our state's workforce system and its broad array of career services and resources designed to help individuals acquire the skills necessary to gain meaningful employment and our businesses to access the talent pipeline that meets their human capital needs and fuels economic growth. Workforce system partners are required to collaborate to support a seamless customer-focused service delivery network. Every region across our state is unique in terms of its economy and geography, but each is actively working to create a system that provides effective services for our job seeker and business customers.

Under the Workforce Innovation and Opportunity Act (WIOA), state and local partners share common performance goals and are mandated to collaborate in developing and implementing a one-stop delivery system where services are designed with the customer in the center, resources are leveraged for maximum efficiency, and continuous improvement is the hallmark.

II. WorkSource Principles

The success and accountability of Washington's one-stop delivery system – WorkSource – depends on the values that local Workforce Development Boards and their partners use to guide their planning and operations:

- **Integrated** – Think and act as an integrated system of partners that share common goals with services delivered by various organizations with the best capabilities for a seamless customer experience.
- **Accountable** – Committed to high quality customer services with regular program performance review based on shared data and actions that enhance outcomes.
- **Universal Access** – Meet the needs of customers by ensuring universal access to programs, services, and activities for all eligible individuals.
- **Continuous Improvement** – Create a delivery system that utilizes feedback from employers and job seekers to challenge the status quo and innovates to drive measurable improvements
- **Partnership** – Align goals, resources, and initiatives with economic development, business, labor and education partners.
- **Regional Strategy** - Work with counterparts to address broader workforce needs of the regional economy and leverage resources to provide a higher quality and level of services.

III. Certification Process

WIOA requires that there must be at least one physical one-stop career center in each local area. Additional locations may also provide access to workforce system services and may include specialized centers serving targeted populations, such as youth or dislocated workers, or industry-specific centers. To achieve the goal of increased access, Washington state recognizes three levels of sites that can be certified within the one-stop service delivery system.

WIOA Section 121 (e)(2)

ONE-STOP DELIVERY.—The one-stop delivery system—

(A) at a minimum, shall make each of the programs, services, and activities described in paragraph (1) accessible at not less than 1 physical center in each local area of the State; and

(B) may also make programs, services, and activities described in paragraph (1) available—

(i) through a network of affiliated sites that can provide 1 or more of the programs, services, and activities to individuals; and

(ii) through a network of eligible one-stop partners—

(I) in which each partner provides 1 or more of the programs, services, and activities to such individuals and is accessible at an affiliated site that consists of a physical location or an electronically or technologically linked access point; and

(II) that assures individuals that information on the availability of the career services will be available regardless of where the individuals initially enter the statewide workforce development system, including information made available through an access point described in subclause (I);

(C) may have specialized centers to address special needs, such as the needs of dislocated workers, youth, or key industry sectors or clusters; and

(D) as applicable and practicable, shall make programs, services, and activities accessible to individuals through electronic means in a manner that improves efficiency, coordination, and quality in the delivery of one-stop partner services.

Comprehensive

- Accessible to the general public during regular business days, as well as physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of **basic and individualized career services, and training services**
- **Provider of business services**
- Representation of **five** mandated partners (WIOA Titles I-IV, TANF)
- Additional related employment and training resources

Affiliated

- Accessible to the general public and physically and programmatically accessible to individuals with disabilities
- Portal site for electronic access
- Provider of **basic career services**
- Representation of **one** or more mandated partners
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Connection

- Accessible to the general public
- Portal site for electronic access

- Provider of **basic career services**
- Additional related employment and training resources
- Established working relationship as part of an integrated system of WorkSource sites

Sites seeking certification as a Comprehensive Center, Affiliated, or Connection Site are required to submit an application and may receive a site visit from the Local Workforce Development Board (LWDB) Certification Team. Staff will answer questions about their site and how it functions to add value and provide customers with quality services as a part of the WorkSource system. This team is comprised of LWDB members and staff as well as other community partners who have specific expertise in serving populations with barriers. Note: In areas where the LWDB functions as the Site Operator, per proposed 20 CFR 678.800(a)(3), the State Workforce Development Board (SWDB), rather than LWDB Certification Team, must certify the one-stop site to ensure that the process is conducted objectively. Following the site visit, interviews, and final responses to any follow up questions, the Evaluation Team will provide a written response within 30 days indicating one of three outcomes:

1. Certification granted
2. Provisional Certification with plan and timeline for meeting standards
3. Not Certified

In support of the goals of continuous improvement of the one-stop delivery system, on at least an annual basis each certified site will provide a report detailing the progress toward reaching higher standards set out in the certification criteria and this information will be provided to the Local Workforce Development Board.

IV. **Checklist – System Requirements**

	Yes	No – (please provide plan for complying with this requirement)
Compliance with WorkSource System Policies		
ADA Accessibility		
Use of MIS for customer tracking		
Memorandum of Understanding for partners		
WorkSource Brand used appropriately		
Wagner-Peyser services are co-located		

REQUIRED PROGRAM/PARTNER CHECKLIST

- A. In the column named “On-Site”, indicate programs/partners that are currently located on-site in your facility by entering the average number of hours per week they are on-site.
- B. In the column named “Off-Site Electronic Connection”, make a check mark for the programs/partners that are off-site but their basic career services are made available to customers through an electronic connection. Note: Not all customers will be able to use the electronic connection(s) without help from WorkSource staff.
- C. For programs/partners that are off-site but an agreement is in place to provide their basic career services in another manner, check the last column and attach a narrative explaining how this is accomplished (*use a separate sheet*).

REQUIRED PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
WIOA Title I Adult Services			
WIOA Title I Dislocated Worker Services			
WIOA Title I Youth Services			
Wagner-Peyser Title III – Washington State Employment Security Department (ESD)			
Adult Education and Family Literacy Title II (ABE)			
Rehabilitation Act Title IV – Washington State Division of Vocational Rehabilitation (DVR)			
Rehabilitation Act Title IV – Washington State Department of Services for the Blind			
Title V – Older Americans Act/Senior Community Service Employment Program (SCSEP)			
TANF – Washington State Department of Social and Health Services (DSHS)			
Career and Technical Education Programs (postsecondary) Carl D. Perkins Act			
Trade Adjustment Assistance – Washington State Employment Security Department			
Veterans Employment Services – Washington State Employment Security Department			
Community Services Block Grant			
Housing & Urban Development Employment & Training			
Unemployment Compensation			
Second Chance Act			

ADDITIONAL PARTNERS (not mandated)

ADDITIONAL PROGRAMS/PARTNERS	ON-SITE (AVERAGE HOURS/WEEK)	OFF-SITE ELECTRONIC CONNECTION	OFF-SITE BASIC CAREER SERVICES MADE AVAILABLE IN ANOTHER MANNER
Ticket to Work and Self Sufficiency			
Small Business Administration			
SNAP Employment (Basic Food Employment and Training (BFET))			
Food and Nutrition (7 USC 2015(o))			
Vocational Rehabilitation Pilot Projects			
AmeriCorps			
Public Libraries			
Associate Development Organizations/Economic Development			
Local Government (City/County)			
Washington State Department of Labor and Industries			
<i>(please add partners as appropriate)</i>			

CAREER SERVICES CHECKLISTS

In the column named “On-Site”, check the basic career, individualized career, and training services that are currently available on-site for all job seeking customers who come into the WorkSource center, affiliate or connection site.

BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE
Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs		Outreach, intake and orientation to the information and other services available through the one-stop delivery system		Eligibility determination	

BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE
Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on nontraditional employment		Appropriate recruitment and other business services on behalf of employers, including small employers, which may include providing information and referral to specialized business services not traditionally offered through the one-stop delivery system		Referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs	
Workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas; information on job skills necessary to obtain the jobs; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for such occupations		Performance information and program cost information on eligible providers of training services and eligible providers of youth workforce investment activities, providers of adult education, providers of career and technical education activities at the postsecondary level, and career and technical education activities available to school dropouts, and providers of vocational rehabilitation		Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures and any additional performance information with respect to the one-stop delivery system in the local area	
Information, in formats that are usable by & understandable to one-stop center customers, relating to the availability of supportive services or assistance, including child care, child support, medical or child health assistance benefits under the supplemental nutrition assistance program, assistance through the earned income tax credit,		Provision of information and assistance regarding filing claims for unemployment compensation;		Assistance in establishing eligibility for programs of financial aid assistance for training and education programs	

BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE	BASIC CAREER SERVICES	ON-SITE
assistance under State program for temporary assistance for needy families, and other supportive services and transportation provided through funds made available in the local area					
Translation Services		UI Module 1 - Orientation to WorkSource Services		UI Module 2 - Skills & Abilities Analysis	
UI Module 3 – Job Search Strategies		UI Module 4 – Perfecting Applications		UI Module 5 – Effective Resumes & Cover Letters	
UI Module 6- Interviewing Techniques		<i>[Left blank for possible other basic services]</i>		<i>[Left blank for possible other basic services]</i>	

INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE	INDIVIDUALIZED CAREER SERVICES	ON-SITE
Comprehensive and specialized evaluation to Identify barriers to employment and employment goals		Development of Individualized Employment Plan (IEP)		Group Counseling	
Individual Counseling		Career/ Vocational Planning		Short-Term Pre-employment/ Vocational Services	
Internships and work experiences		Workforce preparation activities		Financial literacy services	
Out-of-Area Job Search and relocation assistance		English language acquisition and integrated education and training programs		Follow up services	

BUSINESS SERVICES CHECK LIST

Check the business services that are available to employers

BUSINESS SERVICES	On-Site
Establish and develop relationships and networks with large and small employers and their intermediaries	
Develop, convene, or implement industry or sector partnerships	

Other Business Services (not mandatory)	
Customized screening and referral of qualified participants in training services to employers	
Customized services to employers, employer associations, or other such organizations, on employment-related issues	
Customized recruitment events and related services for employers including targeted job fairs	
Human resource consultation services, e.g., writing/reviewing job descriptions and employee handbooks; Developing performance evaluation and personnel policies; Creating orientation sessions for new workers; Honing job interview techniques for efficiency and compliance; Analyzing employee turnover; or Explaining labor laws to help employers comply with wage/hour and safety/health regulations;	
Customized labor market information for specific employers, sectors, industries or clusters	
Customized assistance or referral for assistance in the development of a registered apprenticeship program	
Listing of Job Orders	
Applicant Referral	
Employer Needs Assessment	
Unemployment Insurance Access	
Access to Facilities	
Translation Services	
Developing and delivering innovative workforce investment services and strategies for area employers, e.g., career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers	
Assistance in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, and the delivery of employment and training activities to address risk factors	
Marketing of business services offered to appropriate area employers, including small and mid-sized employers	
Assisting employers with accessing local, State, and Federal tax credits	

V. Certification Criteria

The Certification application is one step in the ongoing pursuit of growth, quality improvement, and performance excellence. Attainment of certification provides assurance to the public that WorkSource has achieved a high standard and consistently maintains and improves upon that standard. The following quality standards are the criteria by which Washington's local Workforce Development Board's assess and certify One-Stop Centers, Affiliates, and Connection Sites.

Each site is asked to work together with leadership and staff to develop responses to the following:

- I. Rank on a scale of 1 to 5, where the site believes it is in its path toward meeting, or exceeding, the stated standard.
- 5 = achieved the standard and excelling
 - 4 = significantly meeting standard with some work yet to do
 - 3 = have some of the elements in place, some of the time
 - 2 = making progress but long way to go
 - 1 = no progress yet
- II. Provide **clear evidence** and **examples** of current status and future plans with strategies and timelines to reach these standards.

- **Functional and Programmatic Integration** - It is critical for WorkSource and its partners to think and act as an integrated system. WorkSource partners ensure that client services are aligned to common goals and the customer experience is seamless – regardless of funding streams. Each customer is mutually regarded as a shared customer, with all staff and programs operating at the site having a vested stake in that customer’s success. Integration of programs is incorporated into planning, intake, assessment, registration, and service processes, information sharing, resource decisions, actions, results, and analyses.

Check the box where you think the site is with regard to Functional and Programmatic integration.

☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

Describe your site’s approach to integrated service delivery and the use of functional teams to deliver career services to all customers.

Include a detailed diagram of customer flow, services available, assessment and referrals, and describe how the MIS is used to facilitate shared customer management across partner programs.

Please list any best practices to highlight and share for continuous improvement.

- **Performance and Accountability** - Results and outcomes for the public investment in WorkSource are essential to the WorkSource system’s relevance. The effectiveness of WorkSource for employers and job seekers is evident in system performance and service delivery decisions are based on data. On an ongoing basis, customer data from one-stop partners and regional economic data is collected, analyzed, and shared with all workforce system staff and community stakeholders. Plans for improvement, enhancement, or adjustment are established and acted upon.

Check the box where you think the site is with regard to Performance and Accountability.

☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

Describe how you measure, analyze, review, and improve WorkSource system performance through the use of data and information.

Describe how this data is shared with staff and stakeholders and what changes have resulted from use of data. How has data been used (example) to improve services?

What methods are in place for staff to provide feedback? How do you incorporate staff feedback as part of continuous quality improvement? How are staff informed how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success?

Please list any best practices to highlight and share for continuous improvement.

- **Service Provision, including Services, Universal Access, and Outreach to populations with barriers** – Improved availability, a welcoming atmosphere, inclusive settings, and high quality customer service benefit all customers. WorkSource extends services and outreach not just to individuals who walk in the door, but also to those who have become disengaged in the labor force. Integrated, quality services are provided to all customers within the center and via technology through online or phone access. Principles of universal design are considered which designs inclusive space and materials to be available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.

Check the box where you think the site is with regard to Service Provision to all customers, including Services, Access, and Outreach to populations with barriers.

☐ 5

☐ 4

☐ 3

☐ 2

☐ 1

Describe how the site works cooperatively with WIOA core partners to provide quality services to all customers. Describe your outreach to populations with barriers in the community and relationship with core program and community partners to effectively serve them.

Provide evidence that basic ADA requirements have been met.

Describe initiatives or strategies in developing universal access and provide tangible evidence of implementation or solution driven plan development. Address the following four specific areas of access:

1. Physical: Architectural or building
2. Information: all paper, printed or posted materials
3. Digital: software, web-based programs and alternatives to print
4. Communication: verbal, non-verbal access for services, phone and other

Describe your wireless internet infrastructure.

How are the needs of populations with barriers met through staff-assisted and other means?

Please list any best practices to highlight and share for continuous improvement.

- **Customer Satisfaction** - Performance and value are ultimately judged by customers – businesses and job seekers. Customer-centered design relies upon satisfying customer needs, identifying shortcomings and responding accordingly on a timely and ongoing basis. Tools to obtain feedback are appropriate for each customer's use take into consideration factors including literacy levels, use of technology, disability, and language.

Check the box where you think the site is with regard to Customer Satisfaction.

☐ 5

☐ 4

☐ 3

☐ 2

☐ 1

Describe how the voice of the customer is listened to and how your site incorporates both job seeker and business customer feedback as part of continuous quality improvement? How are the voices of populations with barriers heard and brought to the table when designing services and facilities? How do you inform customers of how their feedback was reviewed and any action taken from their feedback? What metrics are used to show improvement and success?

Please list any best practices to highlight and share for continuous improvement.

- **Staff Competence and Staff Training Participation** - Professional development is a key feature in order to ensure that staff are aware of the implications of recent evidence-based research and can implement the latest policies and procedures established at the local, State and Federal levels. Also of vital importance is the use of labor market information by staff to better inform customers' career and training decision-making. The investment in staff development is substantial, ongoing, and focused on cross-training with partner programs, overall skill development, and use of labor market information. Every member of the one-stop staff has the ability and authority to meet customer needs, either directly or, where appropriate, by helping the customer make the right connections to the expertise he or she seeks. Participation in one-stop-sponsored training is required.

Check the box where you think the site is with regard to Staff Proficiency and Staff Training Participation.

☐ 5

☐ 4

☐ 3

☐ 2

☐ 1

How are staff and leadership trained and cross-trained on an ongoing basis to stay current on programs and services? How is this tracked to ensure all staff participate?

How do you actively engage staff of all programs – Adult, Dislocated Worker, Youth, Wagner-Peyser, TANF, ABE, DVR, Perkins, etc. – in design of services, action planning and analysis of indicators and trends? How are all staff informed of progress towards site performance and goals?

Please list any best practices to highlight and share for continuous improvement.

- **Partnership** – The one-stop system is built upon a foundation of partners linked together to deliver a comprehensive array of services and reach the shared outcomes of employment, education, skills gains, and earnings. All core and required one-stop partners are present at the site and invested in the development and implementation of service delivery to connect customers to resources and

Check the box where you think the site is with regard to Partnership.

☐ 5

☐ 4

☐ 3

☐ 2

☐ 1

Describe how the partnerships function at the site and the roles of each core partner from Title I – Adult, Dislocated Worker, and Youth, Title II - Adult Basic Education, Title III - Wagner-Peyser, Title IV - Vocational Rehabilitation, and TANF.

Describe how the partnerships function at the site with other required partners from postsecondary Career and Technical Education (Perkins Act), CSBG, HUD, Job Corps, National Farmworker Jobs Program, Re-entry programs, SCSEP, TAA, UI, VETS, and YouthBuild.

Describe how the site is linked to other partners beyond the site to ensure alignment with community and regional strategies. Please give examples of how this functions and the results for customers.

Describe how leadership works together to set the vision and goals for the site and then implements service strategies to achieve shared objectives.

Please list any best practices to highlight and share for continuous improvement.

- **Employer Engagement** – Business is one of our primary customers and one-stop partners work collaboratively to deliver value-added services and eliminate duplication. Business services staff from all one-stop partners have a comprehensive understanding of labor market conditions, economic development activities, skill needs of the workforce and are connected to regional and local business partnership activities and sector strategies. Employers’ human capital needs are communicated to and acted upon by the workforce system. Business services are coordinated to the maximum extent possible to limit duplication and streamline the employer experience.

Check the box where you think the site is with regard to Employer Engagement.

☐ 5

☐ 4

☐ 3

☐ 2

☐ 1

Describe how partners work to deliver seamless business services. How do business services staff use and share labor market information? What strategies are used to involve employers in identifying skill gaps and developing solutions to meet their workforce needs?

Describe how regional and local sector strategies are used to target services and resources to focus workforce efforts on investments and improve outcomes.

How are career pathways and training modalities such as industry-recognized credentials, apprenticeship, on-the-job training, and other work-based learning opportunities aligned with employers’ needs and marketed to support talent development?

Please list any best practices to highlight and share for continuous improvement.